EQUAL OPPORTUNITY

TECHNICAL ASSISTANCE PACKAGE

2

ACTION PLANS '83

City of Toronto

Technical Assistance Package

2

Action Plans

1983

December, 1982

Equal Opportunity Programme

Personnel Services Division

Management Services Department

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I. INTRODUCTION

The City of Toronto has reaffirmed its commitment as an Equal Opportunity employer. On the basis of the 1981 Employment Utilization Study, the 1979 and the 1981 Reviews of the Equal Opportunity Programme and the 1981 Executive Committee Report on the Outreach Recruitment Programme for people with disabilities, it is recognized that institutionalized practices as well as social factors inhibit the equitable and effective labour force participation of women, members of minority groups and people with disabilities. To remedy this underutilization, the City has undertaken to establish programmes for members of minority groups and for people with disabilities in addition to the programme for women and men.

People are hired and promoted on the basis of merit and merit is demonstrated by the way people perform their jobs. However, some jobs are designed in ways that provide people with less opportunity to demonstrate merit. As a result, movement from these jobs is more difficult. When jobs do not provide the opportunities to demonstrate merit or to acquire skills, staff also continue to be underutilized.

Practices which affect employment opportunities, though different in specifics, are not unrelated to the practices which affect services provided to minority communities, to women, and to people with disabilities. If the particular needs of diverse communities are not accommodated in the delivery of services, their particular employment needs are also not likely to be recognized and vice versa. For example, the absence of notices in community newspapers may result in weakened service delivery in certain communities. The same insensitivity to people for whom English is not a first language may disadvantage members of minority groups who apply for jobs or promotions. Therefore, it is necessary that departments review their policies and practices in all areas and establish measures directed toward both equitable employment practices and equitable programme and service delivery.

The goal of the City's Equal Opportunity Programme is to ensure the most effective use of the City's human resources. This can only be done by establishing an environment in which it is possible for all employees to find job satisfaction and to develop their career potential.

All three departmental programmes require each department to develop planned active measures designed to create equal opportunity. These measures are to be clearly distinguished from a passive approach of non-discrimination and are directed to the institutional practices which inhibit the full participation of target group members.

The programme is results-oriented and requires positive action by management. Criteria against which evaluation and review of progress can be measured will continue to be established. The change strategy involves a thorough review of practices and the selection of planned measures which will facilitate the goals of equitable participation.

While responsibility for the programme lies with management, all employees are encouraged to identify the barriers to their employment, promotion, training and development and to convey this information to either their department's Equal Opportunity Senior Manager, their Equal Opportunity Representative, their official employee organization/union or to the Equal Opportunity Programme.

II. REVISED TECHNICAL ASSISTANCE PACKAGE

This revised Technical Assistance Package reflects the extension of the City's commitment to Equal Opportunity for women and men to include minority group members and people with disabilities. Though the specifics of the programmes difrer, all three programmes address the employment disadvantages and the underutilization of the skills of the target groups. In keeping with the extension of the programmes, actions designed to evaluate and sensitize programme and service delivery to target groups are outlined as well.

As a result, some activities illustrated in the sample action plans address the needs of all three groups. Others, such as the establishment of Workplace English as a Second Language (ESL) courses, the establishment of physical demands analysis, or the establishment of an Introduction to Non-Traditional Occupations (INTO) programme, address specific needs.

During the 1983 planning cycle, emphasis remains on activities that will increase the participation rate of target groups in all occupations and in all pay levels in which they are underrepresented. This requires setting goals and timetables which address the Objectives, Guidelines and Recommendations contained in the Equal Opportunity Programme reports as well as specific situations identified by each department. Results will be measured and reported in the 1982-83 Review of the Equal Opportunity Programme.

The responsibility for the programme lies with the Heads of Departments and managers who have been designated by their respective departments. Prior to the submission of the 1983 Action Plans, the Equal Opportunity Programme staff will be available to work closely with managers who are developing their plans in order to identify implementation strategies for specific departmental needs.

The department's Equal Opportunity Action Plan which includes a review of activities to date and a plan for 1983 should be sent to the Equal Opportunity Programme by March 1, 1983. These plans will be analyzed by the Equal Opportunity Programme staff and a summary will be reviewed by the Personnel Committee and reported to the Executive Committee. Written notice of the Executive Committee's approval of a departmental Action Plan will be sent to the Department Head.

III. COUNCIL POLICY AND OBJECTIVES, GUIDELINES AND RECOMMENDATIONS FOR THE EQUAL OPPORTUNITY PROGRAMME

The objectives, guidelines and recommendations under which the programme for women and men has been extended and under which the programmes for minority group members and for people with disabilities were established are excerpted from the respective reports. The full reports are available from the Equal Opportunity Programme.

A. PROGRAMME FOR WOMEN & MEN: Equal Opportunity Review, 1980-81

Executive Committee Report No. 16. Clause 53 (March 11, 1982).

Recommendations

1. That this Review be adopted.

2. That the City of Toronto continue to work towards the implementation of the Corporate Objectives set in 1979.

3. That the implementation of the Programme continue to be the responsibility of Department Heads who shall report to the Executive Committee every two years on the implementation of the Programme at the department level and as requested.

4. That Department Action Plans be updated annually and submitted to the Equal Opportunity Administrator in the Management Services Department to be reviewed by the Personnel Committee and reported to the Executive Committee.

   CURRENT STATUS: The 1983 Technical Assistance Package is completed and Action Plans are due from departments on March 1, 1983.

5. That interim reports on specific issues arising from problems identified by departments and/or initiated by the Equal Opportunity Programme in cooperation with departments be prepared, e.g., segregation, hiring, promotion, automation and clerical workers, and sent to the Personnel Committee for review and recommendation to the Executive Committee.

CURRENT STATUS: The first Interim Report on the Equal Opportunity Programme is contained in Executive Committee Report No. 45, Clause No. 55 (October 7, 1982).

6. That all departments, in consultation with the Equal Opportunity Program, be required to continue to develop both short-term and long-term objectives for implementing the Corporate Objectives, and that the objectives be achievable, measurable, and realistic.

7. That a senior manager in each department be assigned the responsibility for the implementation of the Equal Opportunity Programme and that this responsibility be included in his/her job description and that he or she be rated on this aspect of job performance.

CURRENT STATUS: The senior managers have been designated by each department and held their first meeting on November 29, 1982 (See Appendix I).

8. That the Department Heads reaffirm their support of the Equal Opportunity Department Representatives and ensure that sufficient time and resources are allocated to enable the representatives to carry out their duties and that the Department Heads report on the amount of time and the nature of the resources so allocated.

CURRENT STATUS: The mandate of the Equal Opportunity Representatives Committee is updated and will be forwarded to Personnel Committee.

9. That the week of May 10 to May 14, 1982, be designated "Equal Opportunity Week" at the City of Toronto.

CURRENT STATUS: The week of May 9 - 13, 1983 will be designated "Equal Opportunity Week". At the request of students participating in 1982, this year's theme will be "Part-Time Work". Industry spokespeople will be invited to participate.

10. That the Equal Opportunity Administrator be requested to develop a technical assistance package on the methods used to establish and measure goals to aid in planning objectives over the next ten years.

CURRENT STATUS: The Technical Assistance Package will be available in 1984.

11. That the Executive Director of Management Services develop a method of obtaining and updating data on the employment situation at the City of Toronto and design a system to automatically report on the progress of the City's Equal Opportunity initiatives.

    CURRENT STATUS: A proposal requesting funds for the development of a Municipal Human Resources Information System has gone to the province. Interim reporting mechanisms are under development.

12. That the Equal Opportunity Administrator or designate be given the mandate to monitor promotional interviews at the department level.

    CURRENT STATUS: Competitions are being monitored by the Equal Opportunity Programme. The Guidelines for Monitoring will be reviewed in June, 1983 and in December, 1983. A report will be prepared for Personnel Committee in early 1984.

13. That the Equal Opportunity Administrator arrange for the development of a series of awareness sessions for the purpose of sensitizing managers about Equal Opportunity concerns. The ultimate purpose of these workshops would be the identification and discussion of any adverse attitudes which may exist.

    CURRENT STATUS: A pilot programme is under development. The first "Managing in an Equal Opportunity Environment" workshop will be held in February, 1983.

The following recommendations were added by Council:

14. That City Council reaffirm its support for the Equal Opportunity Programme and agrees to commit additional energy and resources to improve the status of women working for the City of Toronto; and further that City Council applaud the contribution of women who work in the home, in the workplace, and in the commmunity, and often in all three with great energy, drive and dynamism.

15. That the Commissioner of Public Works explore, with the Equal Opportunity Administrator, the possibility of implementing a team approach to facilitate the entry of underrepresented groups into non-traditional jobs, and report on this matter to the Executive Committee in three months' time.

    CURRENT STATUS: A report has been prepared but has not reached Council.

16. That the Commissioner of Public Works explore, with the Equal Opportunity Administrator, the possibility of using the department's apprentice training program as a vehicle for the entry of underrepresented groups into non-traditional jobs, and report on this matter to the Executive Committee in three months.

    CURRENT STATUS: The possibility of establishing an in-house Introduction to Non-Traditional Occupations (INTO) Course is being explored.

17. That the Commissioner of Public Works report within six months on a succession planning package for the department, having regard for the substantial turnover anticipated.

    CURRENT STATUS: The package is under development and will be forwarded early in 1983.

18. That the Executive Director of Management Services report on existing personnel procedures which might result in inhibiting the entry of underrepresented groups into non-traditional occupations, and also report on changes in such procedures which will more actively support the corporate objectives of the Equal Opportunity Programme.

    CURRENT STATUS: A new Recruitment System which includes new procedures and new application forms has been put in place. An Equal Employment Inventory has been developed (See p. 16 of this document).

19. That the Executive Director of Management Services report on ways to make their training programs more job related, and report on a process that will evaluate their effectiveness and usefulness.

    CURRENT STATUS: In preparation by Personnel Services Division staff.

20. That the Fire Chief, in consultation with the Equal Opportunity Administrator and the Executive Director of Management Services, prepare suitable non-sexist recruitment material for outreach in the Toronto Fire Department, and that the Budget Review Group report on the provision of the necessary funds.

CURRENT STATUS: The new brochure has been drafted and will be completed in time for the 1982/83 Firefighter Recruitment.

21. That Department Heads review all forms to ensure that the language is neutral with respect to sex; and further, that a guide be prepared through the Management Services Department and the Public Communications Section of the City Clerk's Department, to aid managers in the preparation of future forms and reports to ensure they are bias free.

CURRENT STATUS: The Bias-Free Guide will be available in February, 1983.

22. That the Executive Director of Management Services and the Committee of Heads report on the status of our present apprenticeship programmes and the development of new apprenticeship programs, and further, that women be actively recruited to attend these programmes.

CURRENT STATUS: Report sent to Executive Committee (Executive Committee Report No. 39, Clause 49 September 9, 1982).

23. That the Committee of Heads, in consultation with the Equal Opportunity Administrator, develop an active outreach employment programme directed to high schools, technical schools, trade schools, community colleges and universities, with particular emphasis on recruiting women.

CURRENT STATUS: No active programme has been established to date. Several departments and the Equal Opportunity Programme staff are involved in Career Days at schools and colleges.

24. That before any decision is made to change internal promotion policies, a study of the feasibility and adviseability of such a policy change must be made in close consultation with representatives of all the Unions and employee associations which represent City employees.

25. That the Executive Director of Management Services, in consultation with other members of the Committee of Heads, give earnest and urgent consideration to the establishment of an in-house apprenticeship programme with a view to assisting women to qualify as tradespersons so that positions requiring trade training, both within and outside the municipal civic service, will be more accessible.

CURRENT STATUS: Report sent to Executive Committee (Executive Committee Report No. 39, Clause 49, September 9, 1982).

Corporate Objectives

1. To establish Department Utilization Studies in order that women and men with the qualifications and potential may voluntarily indicate their interest in and be actively developed to progress towards management positions and positions in non-traditional areas.

2. To involve employees identified by the Department Utilization Studies in Career Planning and Pathing, in order that a record is maintained of their progress in the organization.

3. To develop and monitor an Outreach Recruitment Programme for all occupational categories in which women and men are underrepresented so that the occupational distribution in the Toronto Civic Service more closely reflects the current labour force and graduate statistics.

4. To provide all supervisors and managers with Specific Training to enable them to gain the skills needed to counsel employees in determining their career goals and to further assist in the achievement of these goals.

5. To develop Enrichment Programmes for interested employees who want to stay in their present occupations.

B. PROGRAMME FOR PEOPLE WITH DISABILITIES: Report on the Outreach Recruitment Programme

Executive Committee Report No. 55, Clause 38 (November 19, 1981).

Summary of Recommendations

1. Job Modification

1.1 That a physical demands analysis be conducted of the clerical/technical jobs that most frequently become available to external applicants and that Management Services Department budget $3,000 for this purpose as a 1982 programme change.

CURRENT STATUS: Physical Demands Analysis will be done by supervisors in consultation with the Outreach Recruitment Programme. A Technical Assistance Package on Physical Demands Analysis will be available in Summer, 1983.

1.2 That whenever an external disabled applicant is being considered for a position, the department should work with the Outreach Recruitment Officer and applicant to determine what modifications, if any, are necessary.

CURRENT STATUS: This is being done.

1.3 That the Outreach Recruitment Officer and department work closely with the SPODS committee in coordinating necessary office and equipment changes.

2. Technical Aids

2.1 That the City establish a contingency fund for 1982 of $25,000 to expedite the purchase of any necessary aids. The Government of Ontario will subsequently reimburse the City for between 50 percent and 100 percent of the cost of these aids. The Ontario Government recently approved 100 percent of the cost of computer

equipment, ($20,000 U.S.), required for the employment of a computer programmer with a disability in the Computer Services Division.

2.2 That City Council request the Government of Ontario to establish a bank of technological aids and make it available to all employers in order to avoid lengthy waiting periods.

CURRENT STATUS: The Government of Ontario has indicated that it is unable to establish such a bank.

3. Attendant Care

3.1 That the City establish an annual continency fund of $5,000 to provide for any costs that are incurred for the provision of this service.

3.2 That the Management Services Department work with the Department of Public Health to investigate a possible cost-efficient solution to this situation when it arises.

CURRENT STATUS: Guidelines have been established.

3.3 That City Council request the Government of Ontario to consider attendant care on the job as an extension of attendant care in the home, recommending that the province be responsible for subsidizing this service.

CURRENT STATUS: The request is under consideration by the Government of Ontario.

4. Work Experience

4.1 That the Equal Opportunity Programme institute a demonstration "work experience" project to begin in November 1981 and that all departments have an opportunity to observe it. That funds in the amount of $3,400 be provided to

purchase furniture, supplies, and equipment for this demonstration project.

CURRENT STATUS: One work experience project was undertaken in July, 1983 and another person will begin in December, 1983.

4.2 That, following this demonstration project, departments consider agency requests for "work experience" assessments and that this be coordinated through the Outreach Recruitment Officer.

CURRENT STATUS: A Technical Assistance Package on Work Experience will be available in May, 1983.

4.3 That the ATMS Training Course in Computer Services Division of the Management Services Department and other such skill development programmes be made available as a "work experience" assessment to disabled people from outside the City with suitable clerical skills.

CURRENT STATUS: The courses have been made available.

5. Psychiatric and Social Disabilities

5.1 That people with psychiatric, emotional, or social disabilities should be included in the target groups for the Outreach Recruitment Programme.

CURRENT STATUS: The Programme now recruits candidates with any of these disabilities.

6. Availability of Jobs

6.1 That city departments make every effort to fill permanent position vacancies with permanent staff from inside or outside the city, as opposed to filling permanent positions with temporary staff.

B. PROGRAMME FOR MINORITIES: Employment Utilization Study, 1981

Executive No. 42, Clause 4 (August 10, 1982).

Guidelines for Setting Up an Equal Opportunity Programme for Minorities

Internal

1. On-going monitoring of employment practices including a review of the success rate of applicants.

   CURRENT STATUS: An ongoing system is being developed for implementation in 1983.

2. On-going monitoring of all programs, reports and policies to ensure that they respond to the needs of cultural communities.

   CURRENT STATUS: The departments are contacted directly regarding issues that arise.

3. Establishment of a program of staff development and/or in service training (awareness seminars) for all staff so that they become aware and responsive to the changing nature of the City of Toronto's population.

   CURRENT STATUS: A program is being developed for managers at this time and will address issues for all Equal Opportunity Program target groups (See Recommendation No. 13, p. 6).

Internal and External

4. Establishment of a data bank to include information on visible minorities, the disabled and women. Co-operation should be sought with senior levels of government, including the Municipality of Metropolitan Toronto, other boroughs within Metropolitan Toronto, Boards of Education and community groups. Guidelines for the collection of data on the three groups (i.e. visible minorities, women and the disabled) are

a) Employment and unemployment levels by group;

b) Employment distribution by occupation and group;

c) Employment distribution by industry and group;

d) Characteristics of members of the group, i.e. education and professional training, relationship to the labour market--turnover, absenteeism, promotion, work experience, etc.;

e) Wages (total incomes and wage rates) by group, sex and occupation;

f) Data to be collected for civic employees and the community-at-large.

CURRENT STATUS: Discussions have been initiated with the Research Section, Planning and Development Department and researchers for Metropolitan Toronto. Preliminary consultation has begun with Statistics Canada regarding Census data breakdown and analysis. This will apply to all Equal Opportunity target groups.

External

5. Develop and maintain a liaison with community organizations and agencies working with the multi-cultural population, especially in areas related to employment discrimination.

CURRENT STATUS: A race relations and multicultural network has been initiated in consultation with Urban Alliance on Race Relations and includes participation from senior levels of government and community groups in Toronto.

6. Approach senior levels of government for co-operation and assistance (including funding) to develop a data-base, as outlined in item 4.

CURRENT STATUS: A proposal requesting funds for the development of a Municipal Human Resources Inventory System has gone to the Province (See Rec. 11, p. 6).

7. Seek co-operation with the private sector with the aim of improving employment opportunities for visible minority groups. Four identifiable areas for this activity are

   a) Encouragement of the establishment of more English as a Second Language Programmes in the workplace;

   b) Improving and increasing the employment of members of the visible minority group;

   c) Consideration of previous work experience and assessment of skills to determine the degree of transferability to the Canadian context. Previous non-Canadian work experience should also be examined with respect to wage classifications;

   d) Establishment of apprenticeship and other training programmes in order to adapt existing skills to the Canadian context.

   CURRENT STATUS: Discussions with the private sector have been undertaken by the Mayor's Committee on Community and Race Relations. The Committee has also requested the Equal Opportunity Programme to research and prepare a report on contract compliance. Such a study, when completed, will identify methods of implementing aspects of this guideline for minority groups as well as for other Equal Opportunity Programme target groups.

   Guideline 7(a) regarding Workplace ESL (English as a Second Language) has been initiated for City of Toronto employees. A planning committee has been established to develop a pilot project for the spring of 1983. Participants in the planning include: City Property, Public Works, Parks and Recreation, Local 43, Local 79, Toronto Board of Education ESL Department, and the Equal Opportunity Programme.

   Guideline 7(c) Project being investigated.

   Guideline 7(d) consultation with the Federal Department of Employment and Immigration regarding job creation programmes for target groups is ongoing.

Equal Opportunity: Employment Utilization Study - Update
Executive No. 16, Clause No. 52 (March 11, 1982).

It is recommended that the Executive Director, Management Services report to the Executive Committee on the implications of extending the visible minority equal employment opportunity utilization study to include other ethnic minority groups.

CURRENT STATUS: An expanded list has been developed in consultation with the Ontario Human Rights Commission. This list will include all Equal Opportunity Programme target groups and will be utilized as an employment inventory to monitor the success rate of applicants. The Equal Opportunity Employment Inventory will be introduced in 1983 upon submission to the City's Personnel Committee.

IV. THE ACTION PLANS

The Action Plans detailed in this section provide examples of strategies for increasing the employment participation of and sensitivity to the City's Equal Opportunity target groups. When used in conjunction with the Bias-Free Guide, departments will have comprehensive remedial and evaluative strategies available.

A. SYSTEMIC DISCRIMINATION, SYSTEMIC BIAS, AND DIFFERENTIAL IMPACT

In these plans, ACTIONS which can remedy systemic discrimination and systemic bias are outlined. In employment situations, systemic discrimination or systemic barriers refer to practices which preclude or actively hamper the employment opportunities of particular sectors of the population. Systemic bias is more subtle and can be characterized as a set of practices which decrease the chances of success of certain groups.

For example, determining whether or not a candidate is suitable for a job requiring overtime work on the basis of that candidate's child-care arrangements constitutes systemic discrimination. However, requiring frequent but erractic overtime on short notice which makes it difficult for staff with family commitments to fulfill the job, constitutes systemic bias.

Remedying the first condition, the systemic discrimination, is simple. It requires the elimination of the consideration of childcare arrangements. Remedying the second, the systemic bias, is more complex because it requires the examination of overtime policy and of the management of the department's work.

Alternatively, the examples cited above can be said to have a differential impact on target group members. Despite efforts to the contrary, women remain primarily responsible for child care. Therefore, overtime demands have the greatest impact on women. On the other hand, women earn less money than do men and, therefore, often find working overtime a necessity. The solution is one of managing overtime in a manner which allows employees the greatest lattitude to accomodate demands of both their paid and unpaid work.

Departments vary in size, in diversity of staff and services, and in their relationships to the Equal Opportunity Programme and issues. As a consequence, the sample action plans will apply more readily in some

departments than in others. Where the action plan is immediately applicable, determining time frames, assigning staff, etc. will become the initial focus of activity. Depending on why the action plan is not immediately applicable, more and different modifications of the plans will be necessary.

For example, where there is little turnover in jobs, the focus will shift from hiring and promotion to job design and job enrichment. As well, issues of service delivery can be addressed and a plan for action presented.

B. EXPLANATION OF THE FORMS (SEE APPENDEX II)

1. DEPARTMENT: PROFILE, SITUATION AND GENERAL INFORMATION

1.1 PROFILE

A short outline of departmental conditions which the Equal Opportunity Programme addresses. This outline should include:

- Employees' occupational and salary distribution identifying target groups.
- Any special or adverse circumstances which could affect the achievement of the equal opportunity planned results, i.e. low turnover rates, few middle management positions.
- Outline of contacts with communities.
- Current level of service including brief comments concerning the Equal Opportunity Programme's results to date.

1.2 SITUATION

The problem(s) identified by the department as contributing to inequities in the occupational and salary distribution of women and men and to the underutilization and underrepresentation of minority group members and people with disabilities.

1.3 GENERAL DESCRIPTION

Description of the department's Equal Opportunity Programme initiatives.

2. DEPARTMENT: OBJECTIVE(S)

Clear, concise statement describing the goal(s) of the Equal Opportunity Programme in the department.

3. RESOURCE ALLOCATION

Includes an estimate of time and dollars to be spent on the implementation of the department's Equal Opportunity Action Plan.

Direct Resources

Actual dollars controlled by the department and used for equal opportunity, e.g. dollars in the department's budget specifically assigned to equal opportunity: $1,000 for printing costs and/or $500 for professional and consulting services.

Indirect Resources

Time allocated to the Equal Opportunity Senior Managers and to the Equal Opportunity Representative for duties within Committees and within the department as well as time allocated to other staff for the implementation of the Equal Opportunity objectives.

4. REPORTING

Annually

The department sends the Action Plans to the Equal Opportunity Programme Administrator. The plans are reviewed and forwarded to Personnel Committee and then reported with recommendations to the Executive Committee.

It is the responsibility of each department to advise the Equal Opportunity Programme of any changes in the planned

results. This should be done as soon as any deviation becomes apparent.

5. PLANNED RESULTS

The specific interim or long-term results the department expects to achieve.

6. RESOURCES

Estimated percentage of human and/or financial resources required to achieve the planned result.

7. ACTIVITIES

A short outline of the activities which the department will undertake to achieve its planned result.

8. RESPONSIBILITY

Who is responsible for carrying out the activities? e.g. the Department Head, the Equal Opportunity Senior Manager, the Director, the Equal Opportunity Representatives.

9. MEASUREMENT CRITERIA

- Target dates for activity completion.
- Percentage increases/decreases.
- Objective/subjective evaluation.

C. SAMPLE ACTION PLAN

CITY OF TORONTO

DEPARTMENT EQUAL OPPORTUNITY ACTION PLAN

1983

DEPARTMENT: City Department

PREPARED BY: A. P. Henry

APPROVED BY: R. L. Roth
Department Head

REVIEWED BY: _____
Equal Opportunity
Program Administrator

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

1.1 PROFILE

The department has 212 employees, 27 women (12.8%) and 185 men (87.2%). No women are employed in the Professional, Technical and Managerial or the Structural Work categories. Women make up 83% of the staff in the Clerical Category and 2% of the Miscellaneous Category which includes transportation, inspection and packaging.

The average salary for women is 78% of men's average salary. Women are entirely unrepresented in the highest pay categories in the department.

In the past year, the department has employed 3 people with disabilities--one woman in a permanent clerical job, one in a temporary clerical job and one man who works as a technician.

The Employment Utilization Study (1981) determined that 7% of the department's workforce is composed of members of visible minority groups who are concentrated in Clerical and Miscellaneous Categories. As yet, no further data on the employment of all minority groups has

been collected. The department has, however, identified the language capacity of its workforce.

The department has available a resource of people speaking 14 different languages and has drawn on various people in order to provide services to non-English speaking residents. As well, the department currently provides materials in three languages: English, Italian and Portugese. Notices to residents and community groups are placed with the large circulation English dailies.

A reorganization which will reduce and relocate some of the district offices is underway. To offset the impact on clerical and administrative jobs and to begin to desegregate our department, we are examining the possibility of establishing an in-house technical training programme in conjunction with two other departments and a local community college. So as not to place undue burdens on trainees with family responsibilities, a combination of hands-on training and community college courses undertaken during work hours is being considered. We are also monitoring this reorganization in order to determine its impact on our ability to provide the multi-lingual services that we have provided in the past.

The department is also involved in the Workplace English as a Second Language programme and is actively encouraging all workers wanting additional language skills to participate.

1.2 SITUATION

The department has done a post-audit of all promotions and hiring for non-clerical jobs. It was found that women were interviewed in proportion to their rate of applications. However, their rate of application for non-clerical positions is low (12%).

It seems, given that there is little opportunity to recruit women from the external workforce and that women are segregated in clerical occupations across the city, our department will only be able to desegregate occupations by developing training programmes which will allow interested and capable women already employed by the City to move into skilled technical and manual jobs in which they are underrepresented.

In order to increase women's access to these training programmes, a city-wide Introduction to Non-Traditional Occupations (INTO) Course is necessary. In order to increase the access of many minority group members, whose

first language maybe other than English, the department will continue to participate in the English as a Second Language (Workplace ESL) programme and begin a review of promotion applicants' non-Canadian credentials and experience.

Having reviewed our organization charts, it has become apparent that the problem of job segregation is compounded by our distribution of jobs. Career counselling and planning in the absence of training programmes and established bridging positions can be of limited value because there are very few areas in which we can identify a progression of jobs that do not require substantially different qualifications. For career planning to be effective in this department, the organization and descriptions of jobs will require reviewing with the aim of establishing career ladders. This could be done by developing bridging positions and utilizing job enrichment and job rotation possibilities. Those employees who are not seeking advancement would also benefit from these changes.

1.3 GENERAL DESCRIPTION

Thus far the department has concentrated on distributing information to managers in order to better equip them to identify Equal Opportunity issues in the department. As well, the Equal Opportunity Representatives, working with the managers, have held a series of Equal Opportunity meetings in District Offices.

In consultation with the Equal Opportunity Programme, the department completed the collection of the succession planning data and succession planning materials for distribution in the department are being developed. Some of the managers will be taking career counselling/coaching courses in order to better equip themselves for establishing departmental career development programmes.

D. DEPARTMENT OBJECTIVES AND PLANNED RESULTS

2. DEPARTMENT OBJECTIVE(S):

To achieve a more equitable representation and a more effective utilization of target group members at all wage levels of all occupational categories in the department in the next 10 years.

Example 1: Increased involvement with Equal Opportunity issues and the City Programme for women and men, minorities and people with disabilities (p.25).

Example 2: An increase in the participation rate of target groups in areas of underrepresentation (p.26).

Example 3: The establishment of a Career Planning and Pathing Programme (p.31).

Example 4: The utilization of training and development programmes to implement Equal Opportunity Objectives (p.35).

Example 5: The elimination of differential impact of departmental employment practices (p.37).

Example 6: The sensitization of service and programme delivery to Equal Opportunity target groups (p.38).

3. RESOURCE ALLOCATION

	1982	1983	
Time	64	Direct	8.5 months
		Indirect	88 days
Monies	$1503	Direct	Cost of temporary staff
		Indirect	Cost of staff time

4. REPORTING

March 1, 1983.

Department: City Department

5. Planned Result: #1

Increased involvement with Equal Opportunity issues and the City Programme for women and men, minorities and people with disabilities.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Direct - 8 month secondment
Indirect - 24 days

Monies: Direct - Cost of Temporary Staff
Indirect - Cost of Staff Time

7. Activity	8. Responsibility	9. Measurement Criteria
a. Establish regular meetings within the department in order to consult with and inform staff on Equal Opportunity issues and activities, or Incorporate discussion of EO issues and activities into regular staff meetings,	Designated Senior Manager/Equal Opportunity Representatives/ Supervisors,	April 4, 1983.
b. Review department practices in accordance with Bias-Free Guide which will be available in late February, 1983.	Department Head/Designated Senior Manager/Seconded Staff Person/ Equal Opportunity Programme.	September 2, 1983.
Establish plans and procedures for eliminating bias in the following areas: • employment practices • information and communication • report writing and research • policy and programmes,	As Above.	2 - 3 year implementation plan outlined October 10, 1983.
Corporate issues arising from above reviews are to be reported to the Equal Opportunity Programme for policy development.	Designated Senior Manager.	Ongoing.

Department: City Department

5. Planned Result: #2

An increase in the participation rate of target groups in areas of underrepresentation.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Direct - Nil.
Indirect - 20 days.
Monies: Direct - Printing Charges etc.
Indirect - Staff Time.

7. Activity	8. Responsibility	9. Measurement Criteria
1. In consultation with the Equal Opportunity Programme, identify the numbers of female, male, minority and disabled applicants and candidates at each stage of the promotion and hiring process during a designated previous period.	Department Head/Designated Senior Manager.	October 29, 1983 and ongoing (permits a 6 month review period)
2. Establish interim plans for increasing target group participation based on above review and available data.	Department Head/Designated Senior Manager/Equal Opportunity Programme.	December 7, 1983.
3. Review and monitor hiring procedures:	Department Head/Designated Senior Manager.	Immediate, ongoing.
. in consultation with the Equal Opportunity Programme, review and recommend the placement of external advertisements in community media.	Directors/Personnel Services Division/Equal Opportunity Programme.	

(Continued) #2

5. Planned Result:

An increase in the participation rate of target groups in areas of underrepresentation.

7. Activity	8. Responsibility	9. Measurement Criteria
. when hiring externally, obtain referrals of candidates with disabilities from the Outreach Recruitment Programme's inventory.	Directors/Supervisors/Equal Opportunity Programme.	Ongoing.
. ensure that promotion bulletins are accessible to all employees including those working in the districts.	Directors/Supervisors/ Foremen and Forewomen.	Ongoing.
. project hiring needs to ensure that whenever possible promotion bulletins are issued during periods when qualified casuals are employed.	Directors/Supervisors.	Ongoing.
. in consultation with the Equal Opportunity Programme, review all outgoing promotion calls and advertisements in order to ensure: a) that duties and qualifications are adequately and accurately described. b) that qualifications explicitly reflect duties and are specifically job-related and skill-based.	Directors/Personnel Services Division: Human Resources Development Section/Equal Opportunity Programme.	Ongoing.

(Continued) #2

5. Planned Result:

An increase in the participation rate of target groups in areas of underrepresentation.

7. Activity	8. Responsibility	9. Measurement Criteria
c) that the language is bias-free.		
. in consultation with Consultant - Outreach Recruitment Programme, develop and forward a physical demands analysis of each job to Personnel along with the Personnel Requisition. Guidelines to be available from Equal Opportunity Programme in Summer, 1983.	Directors/Supervisors/Personnel Services Division: Placement Section/Equal Opportunity Programme.	Ongoing.
. ensure that selection criteria are explicit and derive directly from duties and qualifications set out in ads/ bulletins.	Directors/Supervisors/Review Board Chairperson.	Ongoing.
. in consultation with Consultant - Programme for Minorities, establish Canadian equivalence for applicants presenting experience and/or qualifications obtained outside Canada. Guidelines for establishing equivalence to be available from Equal Opportunity Programme in Fall, 1983.	Directors/Equal Opportunity Programme/Review Board Chairperson.	Ongoing.

(Continued) #2

5. Planned Result:

An increase in the participation rate of target groups in areas of underrepresentation.

7. Activity	8. Responsibility	9. Measurement Criteria
. in consultation with the Co-ordinator-Employee Advisory Service, ensure that examinations are strictly job-related and provide alternate means of examining applicants who can be said to be specifically disadvantaged by a given examination format.	Directors/Equal Opportunity Programme/Personnel Services Division:Co-ordinator - Employee Advisory Service, Examinations and Promotions Co-ordinator.	Ongoing.
. attempt to include target group members on Review Boards/ Department Interview, whenever possible.	Directors/Personnel Services Division: Examinations and Promotions Co-ordinator.	Ongoing.
. examine all questions asked in Review Boards/Department Interviews for job-relatedness and bias.	Directors/Chairperson of Review Board and/or Department Interview.	Ongoing.
. ensure consistency throughout all interviews.	Chairperson of Review Board and/or Department Interview.	Ongoing.
. in consultation with Consultant - Outreach Recruitment Programme, determine areas of job restructuring that could accomodate an individual candidate with a disability.	Directors/Supervisors/Equal Opportunity Programme.	Ongoing.

(Continued) #2

5. Planned Result:

An increase in the participation rate of target groups in areas of underrepresentation.

7. Activity	8. Responsibility	9. Measurement Criteria
4. Examine establishment changes for differential impact:	Department Head/Designated Senior Manager.	Ongoing.
• monitor re-organization proposals for impact on skills composition and wages of all jobs.	Directors/Management Consulting Division/Equal Opportunity Programme.	Ongoing.
• ensure that new jobs retain a variety of skills at least some of which offer experience relevant to advancement.	Directors/Management Consulting Division/Equal Opportunity Programme.	Ongoing.
• create positions which facilitate occupational changes for staff.	Directors/Management Consulting Division/Equal Opportunity Programme.	Ongoing.
• establish departmental training programmes as required by new work requirements, e.g. secondments.	Directors/Personnel Services Division: Administrator-Training and Development/Equal Opportunity Programme.	Ongoing.
• request that all training positions be posted in accordance with the Promotion Policy and the Collective Agreements.	Directors/Personnel Services Division: Placement Section.	Ongoing.

Department: City Department

5. Planned Result: #3

The establishment of a Career Planning and Pathing Program.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Direct - Nil.
Indirect - 10 Days.
Monies: Direct - Printing Charges, etc.
Indirect - Staff Time.

7. Activity	8. Responsibility	9. Measurement Criteria
1. Identify job opportunities in the department.	Department Head/Designated Senior Manager/Directors/Supervisors.	March 9, 1983.
. from available data, identify all positions that will become available within the next ten years through retirement.	Department Head/Equal Opportunity Program.	March 16, 1983.
. conduct a study within the department to identify positions that might reasonably become available based on past turnover rates. Include consideration of 5 year projection of establishment changes.	Directors/Supervisors/Personnel Services Division.	March 30, 1983.
. forward the information to the Equal Opportunity Programme. (After evaluation of the Parks and Recreation Pilot Project and of the projects in other departments, a corporate Succession Planning strategy will be developed).	Department Head	April 5, 1983.

(Continued) #3

5. Planned Result:

The establishment of a Career Planning and Pathing Programme.

7. Activity	8. Responsibility	9. Measurement Criteria
. send managers/supervisors to the Coaching/Counselling in an Equal Opportunity Environment Programme provided by the Management Services Department.	Department Head	Ongoing.
. during counselling sessions, inform employees of openings arising from retirements.	Managers/Personnel Services Division: Employment Advisory Services.	Ongoing.
2. Identify positions which can facilitate advancement.	Department Head/Designated Senior Manager/Equal Opportunity Programme.	April 11, 1983.
. identify positions which lend themselves to providing entry to other occupational streams.	Directors/Supervisors.	May 16, 1983.
. identify and recommend appropriate city-sponsored training and development programme which would facilitate the use of the above positions for bridging.	Directors/Personnel Services Division: Administrator -- Training and Development/Equal Opportunity Programme.	Ongoing.

(Continued) #3

5. Planned Result:

The establishment of a Career Planning and Pathing Program.

7. Activity	8. Responsibility	9. Measurement Criteria
• request that all training positions be posted in accordance with the Promotion Policy and the Collective Agreements.	Directors/Personnel Services Division: Placement Section.	Ongoing.
• review job descriptions as necessary to ensure that duties and skills are accurately and explicitly reflected.	Directors/Supervisors/Incumbents.	July 29, 1983.
• utilize secondment possibilities as opportunities present themselves.	Directors/Supervisors.	Ongoing.
3. Identify positions from which advancement is difficult.	Department Head/Designated Senior Manager/Equal Opportunity Programme/Management Consulting Division/Directors/Supervisors.	April 11, 1983.
• discuss enrichment possibilities with incumbents.	Directors/Supervisors.	May 16, 1983.
• examine the job duties for obscured and undervalued skills and knowledge.	Directors/Supervisors.	May 30, 1983.

(Continued) #3

5. Planned Result:

The establishment of a Career Planning and Pathing Program.

7. Activity	8. Responsibility	9. Measurement Criteria
. implement enrichment programs.	Directors/Supervisors.	June 30, 1983.
. review job descriptions to ensure that all job duties and skills are accurately and explicitly reflected and include new duties.	Directors/Supervisors/ Incumbents.	July 29, 1983.
4. Identify positions which lend themselves to job rotation.	Department Head/Designated Senior Manager/Equal Opportunity Programme/Management Consulting Division/Directors/Supervisors.	September 16, 1983.
. consult with incumbents to determine interest.	Directors/Supervisors	October 14, 1983.
. implement rotation programme.	Directors/Supervisors.	November 18, 1983.
. review job descriptions.	Directors/Supervisors/Incubments.	December 16, 1983.

Department: City Department

5. Planned Result: #4

The utilization of training and development programmes to implement Equal Opportunity objectives.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Direct: Nil.
Indirect: Staff Time.
Monies: Direct: Printing Costs.
Indirect: Cost of Staff Time.

7. Activity	8. Responsibility	9. Measurement Criteria
1. Identify candidates for the training programme: Managing in an Equal Opportunity Environment. Pilot programme scheduled for February, 1983.	Department Head/Designated Senior Manager/Directors/Equal Opportunity Programme.	April 8, 1983.
Identify managers and supervisors requiring the Counselling/Coaching in an Equal Opportunity Environment. Pilot programme scheduled for December, 1982.	Department Head/Directors/ Personnel Services Division: Human Resources Development Section/Equal Opportunity Programme.	April 8, 1983.
2. Assess overall training and Development needs within the department.	Department Head/Directors/ Supervisors/Personnel Services Division: Administrator - Training and Development/ Equal Opportunity Programme.	July 15, 1983.
Recommend a plan to provide training and development which meets staff needs.	Department Head/Directors/ Supervisors/Personnel Services Division: Administrator - Training and Development/ Equal Opportunity Programme.	August 12, 1983.
Forward requirements to Personnel Services in Annual Budget submissions.	Department Head/Directors.	September 16, 1983.

(Continued) #4

5. Planned Result:

The utilization of training and development programmes to implement Equal Opportunity objectives.

7. Activity	8. Responsibility	9. Measurement Criteria
3. Identify candidates for the City's English as a Second Language Programme and encourage staff participation. Pilot ESL Courses to be available in Spring, 1983.	Department Head/Directors/ Supervisors/Labour Relations: Rehabilitation Services.	March 18, 1983.
Indicate willingness to establish work experience projects for employees with disabilities and for clients of rehabilitation programmes. Technical Assistance Package on work experience projects will be available in Summer, 1983.	Department Head/Directors/ Equal Opportunity Programme/ Labour Relations: Rehabilitation Services.	March 18, 1983.
Participate in the establishment of an Introduction to Non-Traditional Occupations course for women indicating interest in non-traditional work. Needs assessment to identify candidates will be carried out in early 1983.	Department Head/Directors/ Equal Opportunity Programme.	May 16, 1983.

Department: City Department

5. Planned Result: #5

The elimination of differential impact of departmental employment practices.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Direct - Nil.
Indirect - 4 Days.
Monies: Direct - Nil.
Indirect - Staff Time.

7. Activity	8. Responsibility	9. Measurement Criteria
1. Analyze department's accumulated overtime.	Department Head/Designated Senior Manager/Supervisors.	April 5, 1983.
. prepare plans for overtime management which accomodate employees' family responsibilities and do not hamper advancement opportunities.	Directors/Supervisors/Equal Opportunity Programme.	May 16, 1983.
2. Analyze departmental appointments to committees, task forces and boards.	Designated Senior Manager/ Directors.	April 5, 1983.
. prepare plans to increase the participation of EO target groups.	Director/Equal Opportunity Programme.	Ongoing.

Department: City Department

5. Planned Result: #6

Sensitization of service and programme delivery to Equal Opportunity target groups.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Direct - 3 Days.
Indirect - 15 Days.

Monies: Direct - Consultant Fees etc.
Indirect - Staff Time.

7. Activity	8. Responsibility	9. Measurement Criteria
1. Review programmes and services for differential access.	Department Head/Designated Senior Manager.	
. obtain available information on target community composition.	Directors/Planning and Development: Neighbourhoods Division: Policy and Research Division/Equal Opportunity Programme.	August 12, 1983.
. supplement available information where necessary in order to elaborate accurate, detailed community profiles.	Directors/Planning and Development: Neighbourhoods Division: Policy and Research Division/Equal Opportunity Programme.	September 26, 1983.
. in consultation with the Equal Opportunity Programme and the Public Information Section of City Clerk's establish a comprehensive communication strategy in relation to community groups and determine needs for translation of information. Note: See implementation notes on the page following this planned result and the Bias-Free Guide available in February, 1983.	Directors/Supervisors/Equal Opportunity Programme/City Clerk's Public Information Section.	October 21, 1983.

(Continued) #6

5. Planned Result:

Sensitization of service and programme delivery to Equal Opportunity target groups.

7. Activity	8. Responsibility	9. Measurement Criteria
2. Develop multi-cultural training programmes for managers and field staff where needs exists.	Department Head/Designated Senior Manager/Directors/Equal Opportunity Programme.	November 4, 1983.
• determine staffing resources required to deliver services to the city's multicultural and multiracial population.	Department Head/Directors.	December 2, 1983.
• prioritize initiatives which will sensitize services and prepare an implementation plan. Note: See implementation notes on the page following this planned result and the Bias-Free Guide available in February, 1983.	Department Head/Directors/ Equal Opportunity Programme.	December 16, 1983.

Planned Result No. 6: Notes on Implementation

All departments are involved in activities which have direct or indirect impact upon Equal Opportunity target groups. Aside from employment utilization, the three major areas of impact are (1) information and communications (2) service and programme delivery and (3) research.

Departments will find that it is necessary and useful to identify users and non-users of their service. Having done so, it may be necessary to identify the form of communication and language which is easily understood by users and to extend this communication to non-users.

Some departments, e.g. Planning and Development and Public Health have identified certain target groups for Departmental activities. The Community and Neighbourhoods Division and the Research Section of Planning and Development will be able to assist with the identification of social and demographic characteristics of neighbourhoods e.g. language, income, ethnic background, sex, number of children etc.

The Public Health Department has also begun to develop a specific "outreach" program for the ethnic and racial minority communities. Public Health has a long history of service delivery and advocacy for women and the disabled.

City Clerk's Department has established the Language Bureau, Public Information and Communications Division, in order to make information available to residents with different language backgrounds. Access to buildings is monitored by Planning and Development and by Buildings and Inspections.

The following questions are intended as an initial guide to evaluating differential impact of programmes and services:

(1) What is the composition of the local service area? age? sex? ethnicity? disability? income? language? number of children?

(2) Who are the recipients of service or programme? Who are the dominant users? Who are the non-users?

(3) How is information about services, program, and policy communicated? In which languages? Is information provided to community media? Is there a procedure for handling enquiries from residents who do not speak English?

At first glance, departments may find that there may be little discrepancy between the user profile and the profile of a particular service area, or that the user group may be

uncharacteristic of a particular community. All these findings should be evaluated.

For example, the Housing Department may find that more lower income people live in Cityhome units. This may be a desired outcome. Committee of Adjustment may find higher levels of applications from some neighbourhoods. This may conform to changing social demography. What are the implications of this? The Parks and Recreation Department may find a low rate of women users in certain types of activities. What programmes of benefit to women can be undertaken? Are support services provided to allow parents to participate, i.e. daycare?

E. EVALUATION

EVALUATION CRITERIA FOR ANALYSIS OF THE DEPARTMENT EQUAL OPPORTUNITY PLANNED RESULTS

- The department's Planned Results relate to the Corporate Objectives, Guidelines, Recommendations and/or special problems identified by the department.

- The situation to be addressed by the department is clearly identified. The problem statement addresses the department's specific characteristics (size, occupational distribution) and any special conditions which exist in the department (turnover rates, reorganization, target community).

- The department planned results address the Equal Opportunity Programme's 10 year objective of achieving a more equitable representation and a fuller utilization of target group members at all pay levels and in all occupational categories.

- The department plan is realistic. Resources allocated to achieve planned results relate to the size of the department, the proportion of women, minority group members, and people with disabilities who are employed, their occupational distributions and any special conditions which exist. For example, resources allocated by department can be direct and/or indirect:

  Direct Resources

  The department will allocate "X" dollars to support the equal opportunity initiatives within the department. i.e. This money will be spent to second one staff person for one year.

  Indirect Resources

  The department will authorize one staff member to spend one day per week in another department gaining job enrichment. The department will authorize the Equal Opportunity Representatives to spend up to 10% of their time on the Equal Opportunity Programme.

The department activities to achieve planned results must have adequate performance measurement criteria:

- Target date for activity completion.
- Percentage increases/decreases.
- Objective/subjective evaluation.

- The department's activities leading towards planned results are calendarized to avoid "end-loading".
- The department's plans are received on or before March 1, 1983.

APPENDIX I

DESIGNATED SENIOR MANAGERS

Audit	Jack Rabinowitz City Auditor
Buildings & Inspections	William G. Voss Director of Administration
City Clerk's	Barbara Caplan Executive Committee Secretary
City Property	Jennie Clark Administrative Co-ordinator
	Robert S. Bellis Director of Administration
Committee of Adjustment	George E. Lewthwaite Deputy Administrator & Secretary Treasurer
Finance	Wally J. Rice Director of Administration
Fire	Frank W. Eade Director of Administration
Housing	Doug Gordon Administrative Co-ordinator

Labour Relations	Lynda Frechette Job Evaluation Co-ordinator
Legal	Patricia F. Foran Assistant Deputy City Solicitor
Management Services	Roda Contractor Director, Consulting Services
Parks and Recreation	Herb Pirk Director of Administration
Planning & Development	Stephen G. McLaughlin Commissioner
Public Health	Marcia Moss Executive Assist.
Public Works	Ralph A. Greenland Director of General Services
	Dave R. Bailey Administrative Control Supervisor
	Ed Pentz Co-ordinator of Resources
Purchasing & Supply	Greg J. Cockburn Director of Administration

APPENDIX II

CITY OF TORONTO

DEPARTMENT EQUAL OPPORTUNITY ACTION PLAN

1983

DEPARTMENT: _____

PREPARED BY: _____

APPROVED BY: _____ REVIEWED BY: _____
Equal Opportunity
Programme Administrator

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION
(Continued)

2. DEPARTMENT: OBJECTIVE(S)

3. RESOURCE ALLOCATIONS

		1982	1983
Time:	Direct:		
	Indirect:		
Monies:	Direct		
	Indirect:		

4. REPORTING

Department:

5. Planned Result:

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Direct:
Indirect:
Monies: Direct:
Indirect:

7. Activity	8. Responsibility	9. Measurement Criteria

(Continued)

5. Planned Result:

7. Activity	8. Responsibility	9. Measurement Criteria